E-HUMAN RESOURCE PLANNING SYSTEMS AND ITS EFFECT ON ORGANIZATIONAL EFFICIENCY OF SACCOS IN KENYA

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Abstract

Organizations must prioritize HR resources in order to improve their overall internal efficiency while adding bottom-line value to the enterprise. This requires an approach that aligns people, processes and technology. Consequently, information technology analogues have emerged to support and optimize the HRP function. However, the effect of these technology based HRP systems on organizational efficiency in financial services sector organizations such as Saccos has not been rigorously examined in previous studies. Hence, the aim of this paper was to examine the effect of e-human resource planning systems and its effect on organizational efficiency of Saccos in Kenya. The study employed a cross sectional survey design which targeted 54 respondents as the population and purposive sampling was used to select the 54 respondents who were mainly the employees in the human resource department. Questionnaires were used as the data collection instruments and data was quantitative in nature. Data was analyzed using descriptive and inferential statistics. The study found that e-human resource planning had no significant influence on organization efficiency. Therefore, it is recommended that for the e-human resource planning systems the firm need to incorporate more systems which allow for adequate strategic planning in the firm.

Keywords: e-human resource, HRIS, organizational efficiency, planning systems

INTRODUCTION

The competitive forces that managers face today and will continue to confront in the future demand organizational excellence. The efforts to achieve such excellence—through a focus on learning, quality, teamwork, and reengineering—are driven by the way organizations get things done and how they treat their people. Those are fundamental HR issues, therefore, achieving organizational excellence, which is largely defined by efficiency, must be the work of HR. However, achieving organizational efficiency is still a challenge to many organizations for most part due to their approach to resource management and more specifically human resource. According to IBM (2006), HR organizations must prioritize resources in order to improve their overall internal efficiency while adding bottom-line value to the enterprise. Seldon (2007) also explains that technical, cost, and allocative efficiencies are the basis upon which decisions ultimately must be founded if the aim is to obtain the most value from available resources. As a result, organizations are constantly looking for solutions that will enable them to deliver high-value services and tools to employees, automate processes and workflow, and align their activities with business objectives. Achieving these goals is the initial step in moving from a human resources system to an e-HR system that represents a new approach to aligning people, processes and technology (IBM, 2006).

To a great extent, the efficiency and effectiveness of organizations depend on effective human resource planning (Omoankhanlen, 2013). Effective human resource planning is a process of analyzing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs (Biswajeet, 2010). With the speedy development of Japanese economy, countries all over the world discovered that the rapid growth of any economy did not lie in attaching single importance to material factors such as the production system. Hence, organizations are realizing that it is imperative to hire employees who can do the job and be successful at it. It is imperative, therefore, that the organization find these people, bring them into the organization and maintain their services. This requires effective human resource planning (HRP) and implementation. However, it is unfortunate that many organizations had to suffer due to improper HRP. Further, the present day's organizations can no longer afford just hire to for the sake of hiring neither can they rest on the belief that individuals will stay with the organization through thick and thin (Decenzo & Robbins, 1998).

Human resource has received keen attention because of its recognition that better output could be gained from the use of information systems for managing human resources effectively. Companies, which want to be the most competitive companies against their competitors in their sector in the market, have to use actively HRP as a gun that enhances their organizational performance and makes them leaders of the market. The challenge for any

organizational performance is generally indicated by the effectiveness of an organization to achieve its objectives and efficiency to use the resources properly, satisfaction of employees and customer innovation, quality products and services and thereby ability to maintain unique human resource pool (Dyer & Reeves,1995; Katou & Budwar, 2007). For example, Yılmaz and Bulut (2015) examined the relationship between HRP and organizational performance (OP) among firms that operate the manufacturing of textile products as members of Bursa Chamber of Commerce and Industry (BCCI) in Turkey. The study found empirical evidences to support the hypothesis that there was a meaningful relationship between them. Consequently, information technology analogues have emerged to support and optimize the HRP function. However, the effect of these technology based HRP systems on organizational efficiency in financial services sector organizations such as Saccos has not been rigorously examined in previous studies.

Saccos in Kenya contribute significantly to the financial services sector and provide essential support to the formal and informal sectors of the economy. It is, therefore, imperative that the Saccos to pay close attention to the services that they offer their members and how these services are offered. Innovations in provision of the services is crucial, quality and user friendly services are the major determinants in the performance of an institution in the financial sector (Ademba, 2010). A growing number of Saccos in the country have incorporated HRIS and these includes 75% of the Saccos which include 18 of the Saccos which had started using the HRIS from 2001 to date. Saccos which have been formed recently are in the early stages which deal more with employee information processing (Ireri, 2015). However, most Saccos still use HRIS as database HR transactional tasks only, and have not yet optimized the actual capability of HRIS. Hence, little is known about the e- human resource planning systems on the organizational efficiency of the Saccos. Therefore, the purpose of this study was to investigate e-human resource planning systems and its effect on organizational efficiency of Saccos in Kenya

LITERATURE REVIEW

Resource Flow Theory

Management theorist Henry Mintzberg adopted the concept of flows into the theory of organization. The researcher used the flows of authority, material, information and decision processes between line and staff units to illustrate organizational complexity (Mitzberg H, 1979). The resource based view argued that firms possess resources, a subset of which enables them to achieve competitive advantages and a subset of those that lead to superior long term organization performance. The four attributes of competitive advantage included mainly access

to capital, IT managerial skills, technical skills and proprietary technology. A resource-flow view of the HRIS focused on the flow of human resources through the firm. It recognized that the firm's environment provided a pool of potential employees who are subjected to a screening process before joining the firm. While in the firms, the employees undergo training and education in order to perform their tasks and receive evaluations. The employees are compensated for their efforts with money and other non -monetary benefits. Eventually the employees terminate their employment and return to the environment which is the society. The employees who retire also continue to receive benefits. The task of the HRIS was to gather data that tracked this human resource flow, store the data until it is needed, and use the data to produce information that enabled persons both in the firm and its environment to monitor the flow.

Viewing phenomena in terms of resource flows is an example of systems theory, and several respected authors have taken such an approach. The first to achieve worldwide fame was Jay Forester of MIT (1962), who used resource flows as a basis for his theory of industrial dynamics. Forester explained that his theory showed ''how company success depends the interaction between the flows of information, materials, money, manpower, and capital equipment which were major organization features (Forrester, 1968). Two University of Washington professors Stanely Brewer and James E.Rosenzweig, used the term rheumatics to describe the way materials flow through an organization (Brewer & Rosenzweig, 1993). The term was provided from a Greek "rhoe", and "chrema'' meaning materials. Rosenzweig also teamed with two other Washington professors to define a general approach to system design that included the identification of material, energy, and information flow [Johnson, 1963]. One of the most thorough definitions of the resource flow theory was provided by Richard J.Hopeman, of Syracuse University. In a 1969 text, he described the manufacturing process as a combination of material, machine, manpower, money and information flows (Hopeman, 1969).

The HRSP survey findings provided a rich database for use in studying the extent to which firms have implemented HRIS applications that can be used in a resource-flow manner. The resource-flow analysis was facilitated by reallocating the applications areas and renaming the major components as used in human resource management. Workforce Planning occur mainly prior to the flow of human resources through the firm, and provided the basis for that flow. The planning enabled the management to adjust its human resource activities so as to accomplish both short and long term organization objectives. Recruiting enables the firm to bring new employees into the firm, and Workforce management consists of all activities that occur mainly during the time of employment, including such tasks as training, performance appraisal, and deployment. Also during employment, employees receive compensation in such

terms as hourly earnings, salary, and bonuses, and benefits in such forms as insurance and stock purchase plans. Many of the employee benefits continue through retirement.

E-human Resource Planning Systems

Human resource planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. It utilizes the following procedure 1. Analyze the current manpower inventory. 2. Making future manpower forecasts. 3. Developing employment programmes. 4. Design training programmes. It embraces analysis on supply demand, surplus, shortages and utilization of human resources. Its concepts are also concerned with the development of critical human competence skills and attitude necessary to the development of an organization guided by the corporate policies and objectives (Decenzo & Robbins, 1996). Nowadays, new information technology is constantly used to improve the whole process and organization overall competitiveness. This makes human resource professionals free from manual routine and provides scope for improving service function and strategic decision making of the organization (Duff, 1989).

The addition of information technology to the human resource industry has revolutionized the contemporary workplace. HR professionals now have an improved capacity not only to gather information, but also to store and retrieve it in a timely and effective manner. This has not only increased the efficiency of the organization but also the effectiveness of the human resource management function, (Mujtaba, Afza, & Habib, 2011).Human resource information is key to making strategic decisions and providing an opportunity for human resource professionals to contribute to organizational strategy. The provision of HRIS has increased quite significantly among organizations of different sizes due to their enhancing the strategic human resource management role in the firm.

Nagendraa and Deshpande (2014) investigated Human Resource Information Systems (HRIS) in HR planning and development in mid to large sized organizations in India. The study revealed that the greatest uses of HRIS were its contribution to the efficiency and effectiveness of HR planning through HRIS skills' inventory, HRIS training needs analysis, HRIS succession planning and HRIS labour demand and supply analysis. Results showed that identification of unfilled job positions accurately is the most frequently accepted HRIS feature. Organizations can record good HR planning efficiency and effectiveness if HRIS aligns with information system strategy and HR strategy. Organizations need to integrate HRIS functions with other business functions. The study revealed that HRIS needs to offer more intelligent capabilities to increase the effectiveness of HR planning. Similarly, Afzal et al., (2013) examined the effect of

human resource planning on organizational performance of Telecom sector in Pakistan. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other. Anya, Umoh and Worlu (2017) investigated human resource planning and organizational performance in oil and gas firms in Port Harcourt, Nigeria. The study established a significant relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure. A survey conducted on commercial banks in Kenya establishes that e-succession planning has a significant effect on organization performance (Opiyo, 2015). However, most of these studies were not specific to the financial services sector such as the Sacco industry where organizational efficiencies are important not only to service delivery but to asset performance.

Organizational Efficiency

Researchers mostly use performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack, 1996). Daft (2000) states performance as the same as efficiency and effectiveness for a specific program or activity. *Ibid* further states that organizational performance is an effective and efficient manner for organization's activity to achieve goals by using resources. Efficiency in production can be assessed by the following factors; (a) increase in the size of the production (b) lesser time in the production of a unit of output (c) lesser wastage in resources including defective output (d) the use of same or less factor inputs per more output than before. Hellriegel et al (1999) define productivity as efficiency in the employment of factors of production such as land, labor and capital to produce higher output. The higher the numerical value of the ratio, the greater the productivity (Onah, 2010). In the present study, the efficiency of the organization was measured in terms of Activity Processing Time and Speed**.**

Technical efficiency requires getting the most from inputs; there must be no way to obtain greater output from those we are using. It underpins cost efficiency, which requires using the production technique that sacrifices least value from other outputs foregone. Allocative efficiency demands that resources cannot be redirected to produce outputs of higher value and in turn has both technical and cost efficiency as necessary preconditions (Seldon, 2007). Allocative efficiency is by far the most problematic. Few economists object to the Pareto principle, which states that resources are being misused if redeploying inputs or redistributing outputs can yield added benefits for some members of society without harming any others. However, it is rare to find real-world cases that simple and even when it can be applied, the

approach risks biasing policy toward piecemeal methods when broader perspectives may be called for. The Kaldor-Hicks approach in part overcomes these limitations, but at a price. Since it sanctions what may be substantial income redistribution, willingness to accept its implications is much less certain.

RESEARCH METHODOLOGY

Research Philosophy

The research philosophy that was used in the study was that of post positivist philosophy. This held a deterministic approach which used the underlying philosophy that that uses probability to determine effects or outcomes (Kothari, 2008). It reflected the need to identify and assess the causes that influence the outcome. It reduced the ideas into small, discrete set of ideas to test such as variables that comprise of hypotheses and research questions. Further, it enabled the development of numeric measures of observations for studying the behavior of respondents towards their perception of HRIS implementation in the organization.

Research Design

The study adopted a cross-sectional survey research design, whereby information was gathered on a population at a single point in time because a pre-determined set of questions was used to elicit a pre-formulated set of feelings and answers from the respondents based on the objectives of the study (Mugenda&Mugenda, 2003). The main objective of this type of design was to obtain insight into the relationships between variables and new ideas relating to the research problem.

Target Population

The study targeted 18 Saccos in Kenya that utilized human resource information system or use human resource management modules. These Saccos were chosen because they are in their early and middle stages of the implementation of HRIS. From these, the accessible population were the human resource managers, assistant human resource managers and human resource officers in each of the 18 Saccos who are in charge of human resource practices and HRIS implementation within the Saccos.

Sampling Design

The study adopted a purposive sampling technique, whereby all Saccos using HRIS were involved in the study. Hence this formed a sample frame for the study of 54 personnel in the Saccos who are both in the early and middle stages of HRIS adoption who were directly in charge of HRIS implementation. The human resource manager, assistant human resource

manager and human resource officer in each of the 18 Saccos were purposively selected for the study purposes.

Data Collection Instruments and Procedure

The study used primary data collected using researcher developed structured (closed-ended) questionnaires. The questionnaire was pilot tested and also subjected to validity and reliability tests. Content validity was employed to test the validity of the research instrument while internal consistency test using the Cronbach's alpha reliability coefficient was used to estimate the reliability of the instruments (Saunders, Lewis & Thornhill, 2009). The questionnaire had 75 items which had an overall Cronbach's alpha reliability coefficient of 0.969, this was above the recommended values of 0.700 and, therefore, considered "acceptable" for the study.

Data Analysis and Presentation

The analysis was quantitative in nature and was analyzed using descriptive and inferential statistical methods. Descriptive measures involved frequencies, percentages and chi-squares while inferential statistics used were the Pearson correlation co-efficient and regression analysis. The regression model was assumed to hold under;

$$y_i = ß_0 + ß_1 + \varepsilon$$

or more precisely;

$$y_i (OP) = ß_0 + ßPM + \varepsilon$$

Where:

$y_{i(OP)}$ is the Organization Efficiency (value of dependent variable)

$ß_0$ is the Model Constant

$ß_1PM$ is the E-Human Resource Planning Systems and its coefficient

E is the regression error term

RESULTS AND DISCUSSIONS

Response rate

The researcher issued 54 questionnaires to selected Saccos in Kenya using the human resource information systems. The 54 questionnaires were successfully filled and returned representing 100% response rate was.

The Results on the Effects of E-human Resource Planning Systems on Organization Performance

Table 1: Effects of E-human Resource Planning Systems on Organization Performance

(n = 54)	SD	D	UD	A	SA	χ^2	P Value
1. Our HRIS has helped with forecasting staffing needs.	0(0%)	0(0%)	1(2%)	26(48%)	27(50%)	24.11	0.000
2. HRIS information has helped the SACCOs to make more effective decisions on promotions.	0(0%)	0(0%)	1(2%)	34(63%)	19(35%)	30.33	0.000
3. The information generated from HRIS has helped on deciding when to hire.	0(0%)	0(0%)	8(15%)	28(52%)	18(30%)	11.11	0.004
4. As a result of HRIS there is timeliness in the processing of HR functions.	0(0%)	0(0%)	10(19%)	11(20%)	33(61%)	18.78	0.000
5. Our HRIS has made our HR decision making more effective.	0(0%)	0(0%)	1(2%)	22(41%)	31(57%)	26.33	0.000
6. The HRIS has helped with data about employees and evaluation of their experiences.	0(0%)	0(0%)	1(2%)	32(59%)	21(39%)	27.44	0.000
7. The HRIS has helped in the assignment of employees.	0(0%)	1(2%)	8(15%)	29(54%)	16(30%)	32.07	0.000
8. The HRIS has helped in the analysis of internal, external, vacations and healthcare reports.	0(0%)	1(2%)	0(0%)	38(70%)	15(28%)	38.78	0.000
9. The HRIS has helped in the statistics of employees and position description.	0(0%)	0(0%)	1(2%)	26(48%)	27(50%)	24.11	0.000
10. The HRIS has improved the organization charting and workforce models within the Saccos.	0(0%)	7(13%)	2(4%)	18(30%)	27(50%)	27.93	0.000

11. The HRIS has helped in the tracking and controlling of the different HR function.	0(0%)	1(2%)	3(6%)	23(43%)	27(50%)	39.93	0.000
12. The HRIS has helped the HR in job change decisions.	0(0%)	1(2%)	3(6%)	28(52%)	22(41%)	40.67	0.000
13. HRIS is used effectively in the making of the HR job budgets.	0(0%)	0(0%)	1(2%)	35(65%)	18(30%)	32.11	0.000

The respondents in the study strongly agreed that the HRIS had helped with the forecasting of the staffing needs in the Sacco which was with $(\chi^2 = 24.1, P < 0.05)$ this indicated there was a positive and significantly strong correlation between HRIS and forecasting of staffing needs in the firm. This showed that the system was effective in determining future staffing needs of the organization. The respondents also agreed that the HRIS information had helped the Sacco to make more effective decisions on promotions which was represented with $(\chi^2 = 30.3, P < 0.05)$ this provided a stronger evidence against the null hypothesis therefore concluding that there is a positive and significant relationship between HRIS and effective decisions on promotions. This implied that the system was effective in determining the promotions of the staff due to adequate employee records. The respondents also agreed that that the information generated from HRIS had helped on deciding when to hire which had $(\chi^2 = 11.1, P < 0.05)$ this showed that the system was significant and positive relationship between HRIS and the determination of hiring in the firm. The respondents in the study also strongly agreed that as a result of HRIS there was timeliness in the processing of human resource functions which is demonstrated with $(\chi^2 = 18.8, P < 0.05)$ this indicated that there was a strong and positive correlation between HRIS and timeliness in the processing of human resource functions.

The study concluded that HRIS was able to provide proper demand forecasting of labour by the use of technologically advanced software therefore providing accurate estimates on the human resource needs of the organization. This also provided for proper decisions on human resource functions such as the timeliness in hiring and promotion of the employees. The respondents strongly agreed that HRIS had helped to make the HR decisions making to be more effective which is represented with $(\chi^2 = 26.3, P < 0.05)$ this showed that the observed data were statistically different from the expected values, therefore there is a positive and

significant relationship between HRIS and effective HR decision making. This implied that the system allowed for electronic recording of activities and provide for proper decision making of human resource functions. This is in agreement with Asafo (2007) in which the author agreed that the data collected from HRIS provided management with decision making tool.

The respondents strongly agreed that HRIS had helped with data about employees and evaluation of their human resource experiences which is represented with $(\chi^2 = 27.4, P < 0.05)$ hence the positive and significant association between HRIS and data about employees and evaluation of the human resource experiences. This implied that the system allowed for electronic recording of activities and provide for proper evaluation of human resource functions. The respondents also agreed that HRIS had helped in the development of assignment for employees which had been represented with $(\chi^2 = 32.1, P < 0.05)$ this showed that there was a strong and positive correlation between HRIS and development of assignment for employees. This implied that the system was helpful in task specification due to electronic recording of employee tasks.

The respondents in the study agreed that HRIS had helped in the analysis of internal, external, vacations and healthcare reports which had $(\chi^2 = 38.8, P < 0.05)$ this indicated that the effect of HRIS on analysis of internal, external, vacations and healthcare reports were positive and significant. This showed that the system was able to provide for adequate report generation due to proper data management. The respondents also strongly agreed that HRIS had helped in the statistics of the employees and position description which had $(\chi^2 = 24.1, P < 0.05)$ this indicated that there was a strong and statistically significant relationship between HRIS and proper maintenance of statistics of the employees and position description. This implied that HRIS had helped in proper data management of employee records and also provided proper job analysis reports which provided adequate description of employee work specification. It also helped to maintain all general records regarding employee activities in the firm. This is in agreement with Ruel *et al.* (2004) in which the author stated that the importance of records keeping systems which is being highly recognized by the organizations.

The majority of the respondents strongly agreed that HRIS had improved the organization charting and workforce models within the Saccos which was represented with $(\chi^2 = 27.9, P < 0.05)$ hence the association between HRIS and improved organization charting and workforce modelling being positive and significant. This showed that the system helped in providing the roadmap of organization activities due to adequate job analysis. The respondents

strongly agreed that HRIS had helped in the tracking and controlling of the different human resource functions which had $(\chi^2 = 39.9, P < 0.05)$ this indicated that there was a strong evidence against the null hypothesis this therefore concluded that there was a significant and positive relationship between HRIS and tracking and controlling of human resource functions. This showed that the system was able to plan and evaluate human resource functions due to proper records. The respondents of the study also agreed that HRIS had helped in the human resource in job change decisions which had $(\chi^2 = 40.7, P < 0.05)$ this showed that the observed data was statistically different from the expected values and therefore concluded that the association between HRIS and human resource job change decisions were positive and significant. This implied that the system was used for job simplification due to adequate records of tasks.

Lastly the respondents also agreed that HRIS was used effectively in the making of human resource job budgets which had $(\chi^2 = 32.1, P < 0.05)$ this indicated that the effect of HRIS and effectiveness in making of human resource job budgets was positive and significant. This implied that HRIS had helped to determine proper organization charting of the firm and controlling of the human resource function. This also provided for making effective decisions on the job design and also provided for proper budgeting of human resource functions and activities. This is in agreement with the study by Al-Tarawneh and Tarawneh (2012) in which the authors indicated that there was a significant effect between the quality of output of human resource information systems and institutional performance in the banking sector in the Jordanian firms.

The Effects of E-HRP on Activity Processing Time and Speed

Table 2: Effects of HRIS on Activity Processing Time and Speed

SACCOS performance on Processing time (n = 54)	SD	D	UD	A	SA	χ^2	P Value
1. The HRIS has decreased the time spent on recruiting	0(0%)	0(0%)	0(0%)	18(30%)	36(67%)	9.00	0.011
2. The HRIS has decreased the time spent on training	0(0%)	0(0%)	0(0%)	31(57%)	23(43%)	0.074	0.785
3. The HRIS has decreased the time spent on making staff decisions.	1(2%)	1(2%)	1(2%)	31(57%)	20(37%)	1.85	0.174

Table 2...

4. The HRIS has decreased the time spent on inputting the data.	0(0%)	0(0%)	8(15%)	21(39%)	25(46%)	0.67	0.414
5. The HRIS has decreased the time spent on communicating information within our institution.	0(0%)	0(0%)	1(2%)	35(65%)	18(33%)	30.33	0.000
6. The HRIS has decreased the time spent in processing paperwork.	0(0%)	0(0%)	0(0%)	21(39%)	33(61%)	39.48	0.000
7. The HRIS has decreased the time spent on correcting the errors in human resource department.	0(0%)	0(0%)	1(2%)	28(52%)	25(46%)	22.33	0.000
8. The HRIS has reduced the time spent on making strategic human resource management decisions.	0(0%)	0(0%)	10(19%)	36(67%)	8(15%)	27.44	0.000

Majority of the respondents strongly agreed that the HRIS had decreased the time spent on recruiting which had a p $(\chi^2 = 9.0, P < 0.05)$ this showed that there was a strong and positive relationship between HRIS and decreased time spent on recruiting. This implied that recruitment was done much faster using the HRIS. The respondents in the study also agreed that HRIS had decreased the time spent on training this was indicated with a $(\chi^2 = 0.1, P > 0.05)$ this showed that there was not significant relationship between HRIS and decreased time spent on training. The respondents of the study agreed that the HRIS had decreased the time spent on that making staff decisions which had $(\chi^2 = 1.9, P > 0.05)$ this indicated that there is a not positive and not significant relationship between HRIS and the time spent on making staff decisions. Majority of the respondents also strongly agreed that HRIS had decreased the time spent in inputting the data which had $(\chi^2 = 0.7, P > 0.05)$ this showed that there was a positive but insignificant relationship between HRIS and decreased time spent in inputting data in the department. This had implied that the HRIS was able to reduce the time spent for making strategic decisions in areas of recruitment, training and also processing of employees' data.

The respondents in the study also agreed that HRIS had decreased the time spent on communicating information within the institution which had $(\chi^2 = 30.3, P < 0.05)$ this indicated that the effect of HRIS on decreased time spent on communication within the institution is positive and significant. This implied that communication was enhanced by the electronic

communication network. Majority of the respondents strongly agreed that HRIS had decreased the time spent in processing paperwork which had $(\chi^2 = 39.5, P < 0.05)$ this showed that the observed data are statistically different from the expected value and therefore a strong and significant relations between HRIS and reduced time spent on paper work, which it showed that the system was able to reduce the paperwork in the department.. The respondents of the study agreed that HRIS had decreased the time spent on correcting errors in the human resource department which had $(\chi^2 = 22.3, P < 0.05)$ this showed a strong and positive correlation between HRIS and decreased time spent on correcting errors in the human resource department. This implied that the errors brought about by the manual system were reduced. The respondents also agreed that HRIS had reduced the time spent on making strategic human resource management decisions as indicated with $(\chi^2 = 27.4, P < 0.05)$ hence the association of HRIS and reduced time spent on strategic human resource management decisions were significant and positive. The study also concluded that HRIS had enhanced communication and the time spent on processing of the paper work within the department. It had also enhanced strategic decision making within the department. This had been reinforced by Zafar, (2013) who indicated in his study that majority of the organizations had implemented HRIS to improve the administration, decision making and sharing of information.

Regression Analysis

Table 3: The Regression Model Coefficients Estimate

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Durbin Watson
	B	SE	Beta			Tolerance	VIF	
(Constant)	28.787	8.517		3.38	0.001			1.995
E-HR Planning	-0.135	0.17	-0.112	-0.793	0.432	0.36	2.778	

a.   Dependent Variable: Organization Efficiency   b. Predictors: (Constant), E-HR Planning

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.973	1	54.973	3.59153	.109b
Residual	750.008	49	15.3063		
Total	804.981	50			

The results in Table 3 suggests that there is no linear relationship between E-human resource planning system and organization efficiency. This means other models which are not necessarily linear could be used to explain the relationship between the two variables. Therefore, the null hypothesis is upheld.

HO: E-human resource planning system has no significant influence on organization performance.

These findings depart from the views of Mujtaba et al., (2011) who stated that e-HRPs has not only increased the efficiency of the organization but also the effectiveness of the human resource management function. The findings also disagree with Nagendraa and Deshpande (2014) study on Human Resource Information Systems (HRIS) in HR planning and development in mid to large sized organizations in India which revealed that the greatest uses of HRIS were its contribution to the efficiency and effectiveness of HR planning through HRIS skills' inventory, HRIS training needs analysis, HRIS succession planning and HRIS labour demand and supply analysis. This development could, however, be explained by the observation that most Saccos still use HRIS as database HR transactional tasks manager only, and have not yet optimized the actual capability of HRIS(Ireri, 2015).

CONCLUSION AND RECOMMENDATIONS

The study sought to determine the effect of e-human resource planning on organizational efficiency of Saccos in Kenya the findings established that e-human resource planning had a negative influence on time and speed of human resource processes, human resource efficiency and market share. This finding is contrary to that of Opiyo (2015) in which the researcher established that e-succession planning had a significant effect on the organization performance. The HRIS also had a positive influence on the firms cost effectiveness. The HRIS had helped in forecasting the staffing needs, make more effective decisions on promotions and helped in deciding when to hire. The HRIS provided timeliness in processing the human resource functions, helped the decision making to be more effective, provide proper evaluation of employees, assignment of employees and also provide analysis of internal, external and healthcare reports. The HRIS provides proper statistics of employees, workforce model, tracking and evaluation of different human resource functions. The HRIS had helped the human resource department in job change decisions and in the making of the human resource job budgets. These findings indicated that the HRIS system should be able to help in strategic human resource management which is in agreement with the study done by Duff (1989) in which he indicated that HRIS is important for organization overall competitiveness and it improves service function as well as to provide room for strategic decision making of the

organization. The study, therefore, concludes that e-human resource planning had no significant influence on organization efficiency. The variable had a negative influence on the firms market share, time and speed of human resource processes and had a positive influence on the human resource efficiency and cost effectiveness. This can be attributed to the firm maybe not engaging more on the strategic decision making that can be utilized in HRIS.

The study recommended that for the e-human resource planning systems the firm need to incorporate more systems which allow for adequate strategic planning in the firm. This will help the firm to be cost effective and also have timely processes of human resource functions especially in the establishment of human resource goals which are critical for the planning process in the human resource department.

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